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ABSTRACT

This annual report examines the problems and current economic status of various social, educational, and career development programs and services administered by the National Urban League. Also reported are the objectives, organization, and funding status of the Child Abuse Project, and the current state of health services, administration of justice, and environmental protection programs. The report concludes with a summary of how some of the affiliates in the National Urban League's four regions coped with diminishing financial resources, and a summary statement of public support, revenue, and expenses. A publications list is appended. (JCD)

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1981 NATIONAL URBAN LEAGUE

ANNUAL REPORT

New Strategies for the Changing Times

UD022111

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A MESSAGE FROM THE PRESIDENT

This is the last time I will have the opportunity to speak to the many friends and supporters of the National Urban League as President of this pre-eminent organization. I do so with personal regret, but with the certain knowledge that the National Urban League is as a tree planted by the water and it shall continue to grow and become even stronger in the years that lie ahead.

Institutions benefit from the life giving stimulus of new blood and periodic changes in leadership, and I believe that after a decade in this most important, and most rewarding of positions, the time has come for the NUL to have that change in leadership.

I leave my post with deep pride in what we have been able to accomplish together, disappointment with the halt in progress toward equality that has occurred in our society, sadness at leaving my colleagues and friends, and yes, a sense of anticipation at the prospect of a new career. The memory of these years will remain forever with me.

In presenting this 1981 Annual Report to you, I am conscious that we have entered a new era in which the National Urban League, and other agencies which seek to improve the lives of the poor and disadvantaged, will find their resources taxed as never before, and their fortitude subjected to the most stressful of tests. I am also convinced that just as other storms have been weathered, so will we ride out the present one until we enter onto friendlier seas.

To do so, is going to demand more of all of us. Within the NUL, new approaches are going to have to be devised and new methods of dealing with problems will have to be found. The title of this report, "New Strategies for the Changing Times," sums all of this up and sets forth a challenge to which the League will respond, as it has always responded, with courage, foresight, professionalism and commitment.

More resources will have to be sought from those who have supported us in the past, and from those who will join their ranks. The highly effective programs that have been instituted in the communities served by the League are just too vital to the over-all well being of the country for them not to be continued. In my heart, I believe that this financial support will continue and will increase to help the Urban League meet the pressing needs of America's poor and disadvantaged.

I draw this belief from the day to day demonstrations I have witnessed of how the League bridges the artificial barriers of racial, ethnic, religious, sectional, social, economic and political differences to bring together men and women of goodwill who care for others, and for the future of this beloved land.

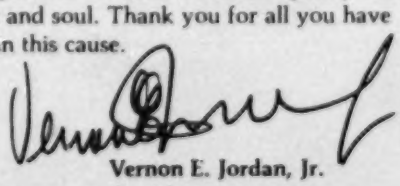
This is America at its finest. This is the League's way of working toward its ultimate goal—an open, integrated, pluralistic society in which equality of opportunity is available to all.

As you read this report, and I hope you will read it thoroughly, I believe you will be encouraged as to how well the League has responded to a rapidly changing picture, and how it plans to meet the future. Please support its work.

Finally, I leave you with these thoughts. This has been a tough job, a lonely job, a demanding job. But it has been a great job, rich and rewarding with opportunities for leadership and service.

My feelings are best summed up in the biblical inscription "the time of my departure is at hand. I have fought a good fight, I have finished my course. I have kept the faith."

The goals of the Urban League and the cause of racial equality will always be dearest to my heart and soul. Thank you for all you have done and will continue to do in this cause.



Vernon E. Jordan, Jr.
President
National Urban League
December 31, 1981

The Changing Picture

Measured by any set of criteria, 1981 was a most unusual year for the National Urban League. Not only did the domestic policies established by the new national administration result in either the termination or retrenchment in several of the NUL's federally funded projects, there was also a change in the agency's top leadership as its President, Vernon E. Jordan, Jr., resigned from that position after ten productive years.

Quite properly, the public perceived these two developments as having major consequences for the NUL and, just as properly, there was concern over how the changing picture would affect the League and how it would respond. This report will answer those concerns.

To set the matter of federal programs in their proper perspective, it is helpful to take a brief look at their history in the context of the Urban League Movement. The National Urban League had been in existence for some 55 years and had operated a large number of very successful programs with private funds, before it undertook its first federally funded project. This occurred in 1965 when it secured a contract with the Department of Labor to conduct an on-the-job-training program, and another with the Office of Economic Opportunity for Project Enable, which sought to improve the living environment in several urban areas.

Why, after 55 years, did the NUL embark on a relationship with the federal government? The reasons were rooted in pragmatism.

As a strong community based organization with a network of stable and viable local affiliates, a cadre of trained personnel, a demonstrated record of solid achievement and broad community support, the NUL was in an ideal position to operate federally funded human resources programs effectively and efficiently, thus assuring the government maximum returns on its investments. From the League's vantage point, the government sponsored programs offered the agency an opportunity to serve many more people than it ever had before with, as the following section of this report will detail, programs that produced positive results.

Government funding and the number of programs grew modestly over the next several years and received a major impetus when the late Whitney M. Young, Jr., then Executive Director of the NUL, met in December, 1970, with President Nixon and his cabinet. The meeting between a private citizen and the cabinet was unprecedented and Mr. Young used the occasion to make a compelling presentation on why it was in the best interests of the nation to expand the area of cooperation between private, non-profit social service agencies and the Federal Government.

Pointing to the poverty, unemployment and discrimination rampant in the black community, Mr. Young contended that government funds could be used more effectively through contracts with established community agencies to carry out vital human resources programs, as opposed to having them carried out by government agencies. This rationale produced a positive response from the Nixon Administration and subsequently from the Ford and Carter Administrations.

Through the federal grants and contracts, the NUL was able to significantly extend and expand its programmatic thrust primarily through research and demonstration efforts related to the development and/or improvement of service delivery mechanisms.

However, with the inauguration of the Reagan Administration in January, 1981, it quickly became evident that deep slashes would be made in domestic programs and that the NUL, along with other community service organizations, would face severe cutbacks in federal funds. This development has much more than monetary importance for the NUL since the overwhelming bulk of the federal funds it received went out to the affiliates to provide direct services to thousands of people who will be the ones to feel the greatest pain from the budget cuts.

Poor Hit By Budget Cuts

This concern was further dramatized by the issuance of a report by the NUL's Research Department that provided irrefutable proof that the poor people of the country, most of whom are white, would be disproportionately affected by the budget cuts and many valuable gains would be lost.

With this in mind, an emergency meeting was held in April in Washington, D.C., that brought together the chief executive officers from over 90 Urban League affiliates and senior staff members from the national office to consider the implications and the possible approaches to the cutbacks. It was still too early to determine the final impact of the cuts, but David Stockman, Director of the Office of Management and Budget, made it clear in a presentation to the group, that it would be substantial.

The overall picture that emerged from the meeting was bleak, but at the same time it was evident by the spirited responses to the challenges that were placed before them that the executives and national staff were committed to finding alternative methods of meeting the needs of their communities.

One of the first steps taken by the NUL was to plan in its budget for the forthcoming fiscal year, beginning July 1, 1981, for a sharp reduction in the indirect costs recovered from the government for administrative expenses and office space costs associated with federal projects.

Concerted efforts were undertaken, primarily by the Personnel Department, to encourage project staff facing possible termination to apply for vacant positions throughout the Urban League Movement, and to also provide them with special out-placement career counseling and other out-placement services. These efforts were made more difficult by the uncertainty as to which of the federal programs would be terminated, curtailed, or extended, and when.

In the meantime, the NUL made every effort to provide the government funding sources with information on the successes of the various programs it operated, realizing at the same time, that no matter how well a program had succeeded, its continuation was still in jeopardy given the realities of the budget cuts. As the year ended, 56 project staff had been released, and some $8 million lost in federal funding.

There are, however, a number of lasting benefits that have accrued from the federal funding: (1) the numerous demonstrations of workable approaches, e.g. employment training, housing counseling, street academies, adoptions, etc. (2) the number of people across the country whose condition has improved because of services provided by the Urban League; and (3) the extent to which approaches and models developed by the NUL have been adopted, and duplicated by others (including the government).

The NUL was not alone in sustaining losses occasioned by the withdrawal of federal funds. Its local affiliates also lost staff and manpower, there-by reducing the level of services ranging from day care to job development, they were able to offer the communities they served.

Like the parent organization, however, the affiliates did not retreat from the challenge. They were guided in part by the reminder of the League's President, Mr. Jordan, that "the path of progress has always been crooked. It has always been marked by two steps forward and one step backward, we cannot give way to despair."

The affiliates took in the full meaning of the words and examples of how they responded are provided later in this report.

Core Staff Vital

On the brighter side, no reduction has as yet been required in the basic NUL program and administrative staff, both of which are supported by the general operating fund which is separate and apart from the funds for special programs.

Historically, this core staff has been essential to the operation of the NUL. Long before the infusion of federal funds into the agency, it was this staff which developed and implemented League programs with funds from the private sector. It was also this staff that developed many of the federally funded projects and provided them with the ongoing technical assistance needed to make them successful.

This staff also provides vital support to the national office and the affiliates in such key areas as administration, planning and evaluation, personnel, fiscal, communications, research and training. One method of describing this core staff is as the basic structure that undergirds the entire Urban League Movement.

And it is this core staff on which increased responsibilities will fall as the NUL seeks to answer the rapidly escalating calls for its services. Last year, the League served more than a million individuals and in the face of continuing high unemployment and an array of other problems afflicting its constituents, the number of people seeking help over the next months is certain to rise.

Specific details on changing program strategies to meet changing circumstances will be spelled out in the next section of this report, but overall the NUL plans no shifts in its ongoing program thrusts which are supported by the general operating budget and address themselves to the following agency priorities (a) employment development, (b) economic development, (c) health, (d) adequate housing and urban development, (e) social welfare, (f) education and career development, (g) crime and criminal justice.

In the coming months the NUL intends to make greater use of its volunteer force of over 30,000, that is already in place and has demonstrated its commitment to the work of the League. For example, the NUL will seek additional involvement from the following units:

- The Urban League Guilds, comprised of some 3,000 men and women who serve as a fund raising arm and programmatic resource to local affiliates across the country.
- The Commerce and Industry Council, composed of business executives representing over 50 major corporations who actively promote and expand opportunities for minorities by supporting the programs of the NUL in the areas of employment, education and economic development.
- The Julius A. Thomas Society, consisting of former staff members of the League, former board members and other volunteers who provide financial support and technical assistance, within their area of expertise, to the NUL, its regional offices and 118 affiliates.

In addition to the widening use it plans to make of volunteers, the NUL is also turning to the corporate community and other sources of support in efforts—that coincide with the increased national emphasis

being placed on the involvement of the private sector in the activities of non-private agencies—to persuade them to raise their level of financial support to the League so that it can more effectively meet the rising demands for its services.

That the funds will be used to maximum benefit is assured by the NUL's continued emphasis on competent management as the best way of assuring that more and better help can be provided to more people in need. An example of this approach can be found in the NUL's National Planning and Evaluation Department which is not only responsible for facilitating the development of long and medium range strategies to accomplish the goals and objectives of the NUL, but also assists in developing, maintaining and promulgating standards for the evaluation of programs conducted by the NUL. In the coming months it is expected that the work of this department will become even more important.

Jordan Steps Down

Just as the NUL moved swiftly to respond to federal budget cuts in 1981, so did it move when its President, Mr. Jordan, announced on September 9th that he would step down from his position the following December 31st, rounding out a decade at the helm of the organization. Since his selection on June 15, 1971, to succeed the late Whitney M. Young, Jr., who died on March 11th of that year in a tragic drowning incident, Mr. Jordan had proven to be a talented, purposeful and inspirational leader who not only materially strengthened the Urban League Movement, but had also become one of the most effective spokesman for civic and human rights on the national scene.* (A summary of Mr. Jordan's career at the League appears on page 31.)

At a news conference, Mr. Jordan explained that his resignation was attributable to his conviction that after ten years of leading the NUL, the time was at hand for both an institutional and professional change. In his own words:

"I leave with the firm conviction that institutions need the life-giving stimulus of new blood and periodic changes in leadership. Certainly the history of this agency demonstrates that change in leadership results in fresh growth and renewed institutional vigor."

The immediate reaction within the League Movement and among the public was one of surprise and profound regret, but as Mr. Jordan had stressed during his tenure, the NUL is a strong professional institution well able to weather change. In fact, its work went on without letup while a search committee, headed by NUL Senior Vice-Chairman, Lisle Carter, began the process of identifying a new leader.

The process was concluded on December 6th when the NUL Board of Trustees voted to accept the unanimous recommendation of the committee that John E. Jacob, who had served for almost three years as the NUL's Executive Vice President, be named as Mr. Jordan's successor. The appointment was made public the next day at a press conference at which Mr. Jacob said that his goals were "to make a difference; to help guide the Urban League Movement to new hights of effectiveness; to help educate the nation to its unfinished responsibilities; and to help bring fresh opportunities to the black and poor people who are the constituency of the Urban League."

Mr. Jacob has served in the Urban League Movement over 15 years. His career began in 1965 when he was named Director of Education and Youth Incentives at the Washington (D.C.) Urban League. Over the next several years he moved into a series of increasingly important positions at that affiliate culminating in the post of Acting Executive Director from 1968 until 1970. He was then named Executive Director of the San Diego Urban League serving there until 1975 when he was named President of the Washington Urban League. It was from that position that he came to the NUL on February 1, 1979, as its second ranking executive officer.

*Mr. Jordan, who was serving as Executive Director of the United Negro College Fund at the time of his selection, formally assumed the NUL post on January 1, 1972.

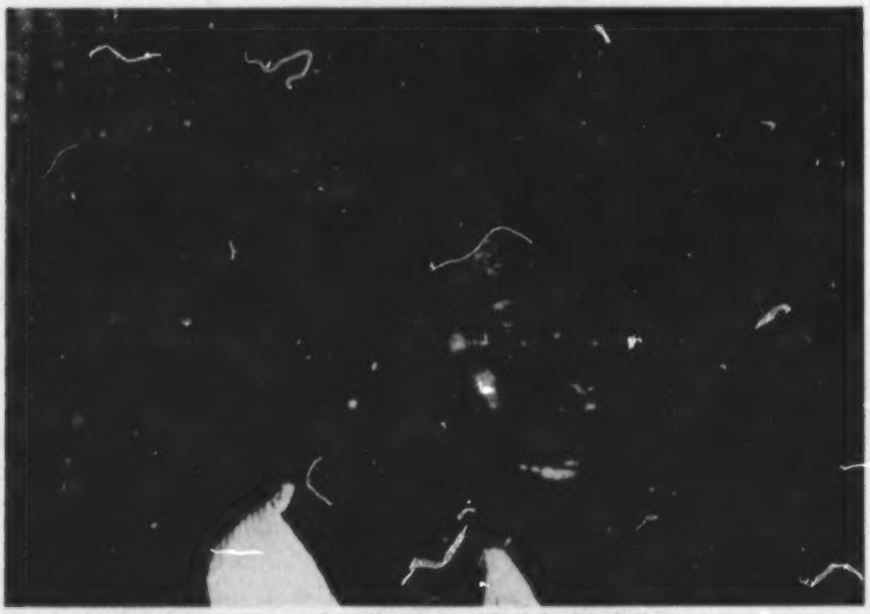
Washington Operations

While the foregoing matters were understandably of major importance to the NUL in 1981, the agency was also actively and effectively engaged on a number of other fronts.

Serving as the principal voice of the Urban League Movement in the nation's capital, Washington Operations was naturally at the center of the debate revolving around the budget, but it also used its resources in other ways. Through coalition efforts, Washington Operations played a key role in helping to secure a favorable vote in the House of Representatives on an extension of the Voting Rights Act.

Other coalition efforts were manifest when the President signed an Executive Order aimed at strengthening black colleges and universities. Testimony was also delivered before appropriate Congressional committees on affirmative action, the targeted jobs tax credit, sub-minimum wage and CETA. Position papers were also prepared and disseminated on block grants, vocational education, minority business, and employment and training programs.

Regulatory reform took on a heightened stature during the year. Among comments submitted by Washington Operations were those in opposition to the Administration's proposals to tighten eligibility criteria for welfare recipients and to relax affirmative action requirements for federal contractors.



A highlight of the year was the office's revival of the Black Forum, a structured opportunity for information exchange and up-to-date discussion around selected national issues. While the Forum does not plan or implement strategies for attacking problems, it does provide a clear and concise picture of particular issues to its membership that ranges

from national organizations to corporate legislative offices. Washington Operations serves as secretariat and coordinator for Forum activities.

Over the next several months the office is committed to the development of additional strategies to ensure that the concerns of the poor and minorities are addressed in the nation's policies.

RESEARCH DEPARTMENT

In addition to the study on the impact of the federal budget cuts on the poor that has already been described in this report, the Research Department developed and released another major study in 1981, "Black Economic Progress: Myths and Realities," which exposed a number of false conceptions about black economic progress that have been used to justify the downgrading of human services and affirmative action programs.

The department continued to provide supportive research assistance to the Movement in a variety of different areas and also undertook a project, funded by the U.S. Department of Labor, Office of Youth Programs, to determine the extent to which private sector attitudes and practices serve to facilitate and/or impede the hiring of young people, aged 16-25. The study is designed to yield nationally representative patterns of corporate attitudes and practices toward youth by type of industry, size of industry, region etc.

Renewed funding was received in 1981 from the Carnegie Corporation that enabled the Department to continue the analysis of data obtained in the landmark Black Pulse Survey, that covered over 3,000 black households in late 1979 and early 1980. This analysis will result in a series of new bulletins and monographs based on Black Pulse data.

A change in departmental leadership also occurred in 1981 when Dr. Robert B. Hill, who joined the NUL in 1969 and was named Director of Research in 1972, resigned to join a non-profit research institute. Dr. Hill had been responsible for several major research studies while directing the department and had been instrumental in maintaining the excellent reputation it enjoys. Appointed to fill the vacancy was Dr. James McGhee who had been with department for two years as Director of the Black Pulse Survey. Dr. McGhee is a graduate of Washington University in St. Louis and came to the NUL from the U.S. Commission on Civil Rights.

FIELD OPERATIONS

The Office of Field Operations, which is responsible, through four regional offices, for maintaining liaison with the NUL's 118 affiliates in 35 states and the District of Columbia, was especially active during the past year. It was a year of detailed attention to identifying programmatic and funding alternatives, designing strategies and increasing communication between the NUL and affiliate staff and volunteers,

constituent groups, other social service agencies and public and private sector representatives.

NUL staff made more than 200 on-site visits to the affiliates to provide technical assistance in program development, planning and evaluation, administration, fiscal affairs, community organization and fund raising. Staff also assisted at state council meetings, affiliate annual meetings, Regional Assemblies, and most recently, the Mid-Winter Meeting of Affiliate CEO's and NUL staff along with a series of NUL Regional Office-sponsored meetings on programmatic issues and block grant funding.

Two new Urban Leagues; Orange County, California and Chattanooga, Tennessee, were affiliated during the year to bring the number of affiliates to 118. Work continued with sponsoring committees in the potential affiliate cities of Shreveport, Louisiana; Toledo, Ohio; Las Vegas, Nevada and Ft. Myers, Florida.

A special grant for the extension of Urban League services in North Carolina was awarded the NUL by the Babcock Foundation. The experiences from this model will be used to develop the NUL approach for outreach in rural communities where local United Ways are not able to support an Urban League affiliate.

The office also compiled an Affiliate Data Profile—1981 based on information contained in the data report forms which are completed each year by local affiliates. This document summarizes information on affiliate staff, volunteers, budgets, employee benefits, programs, specially funded projects, Guild activities and property assets. This material is utilized agency-wide in planning, program development and interpretation of agency services.

It continued in 1981 to supervise the NUL's two primary training programs—the Program for the Education and Development of Board Members of Urban League Affiliates, and the Leadership Development Project, made possible by grants from the W.K. Kellogg Foundation and the Rockefeller Brothers Fund, respectively.

Ad Campaign Approved

Two other events occurred in 1981 that properly belong in this Annual Report. The first took place on January 30th when an impressive ceremony was held in New York City to unveil a commemorative stamp honoring the late Whitney M. Young, Jr. The stamp was the fourth in a series of Black Heritage Stamps begun by the U.S. Postal Service in 1978. Previous honorees were Harriet Tubman, Benjamin Banneker and Martin Luther King.

Several million copies of the stamp were made available in post offices across the country and the NUL issued several thousand first day covers which are now collector's items. Additionally, more than 30 of the League affiliates held special first day presentation ceremonies with their local postmasters.

The second event was actually the culmination of almost two years of intensive work. It was the approval by the Advertising Council of a national advertising campaign, under the aegis of the National Urban League, that will actively promote equal opportunity using television, radio, magazines, the trade press, newspapers and transit ads.

Months before approval was obtained, the NUL had been in consultation with one of the country's largest and most respected advertising agencies, Young and Rubicam, on the possibility of mounting an advertising campaign that would help make more employment opportunities available to minorities. Subsequently, Y&R, which donated its services on a pro-bono basis, undertook intensive research to devise an effective campaign that would reach the goals that have been outlined.

The process was a painstaking thoughtful one and in time the agency devised the following theme that has universal appeal.

"EVERYBODY DESERVES A CHANCE TO MAKE IT ON THEIR OWN."

Approval by the Advertising Council means that the NUL campaign will be a major one that over the course of the next months will be exposed to the American people in public service air time and print space conservatively estimated to be worth more than $20 million.

The campaign is to be launched early in 1982 and the NUL is confident that it will have a powerful effect in promoting equal opportunity as well as giving additional visibility to the work of the agency.

Financial Picture

As to the financial picture of the NUL, revenue for the fiscal year ending June 30, 1981, amounted to $5,946,211. Expenses for the same period were $5,979,756, resulting in a deficiency of revenues over expenses of $33,545. The deficiency was attributable to the inclusion of $160,000 as a provision for uncollected receivables.

The general budget, as indicated earlier, is especially critical in that it maintains the administrative, programmatic and support staffs which constitute the basic structure of the NUL.

The sources of support for the general budget in 1981 were divided in the following manner: 46% from the business community, 17% from private funds and foundations, 14% from affiliate dues and 23% from all other sources.

One of the largest single contributions to the NUL during the past year was made by the Alpha Phi Alpha fraternity, the oldest and largest predominantly black Greek letter group in the country. Several years ago, the Alphas, who have always been committed supporters of equal opportunity, made a pledge to raise $1 million to be divided between the NUL, the National Association for the Advancement of Colored People and the United Negro College Fund.

Last summer, the Alphas made the first distribution of monies collected through the drive with $165,000 going to each of the organizations.

Among other new supporters of the National Urban League was the National Football League Charities, Inc., which made a $50,000 contribution.

Such contributions are vital to the NUL's efforts to provide opportunity and assistance to the many thousands of people who turn to it for help. The cutbacks in federal funds will most certainly place added strain on the general budget, making public understanding and support that much more important. All contributions to assist the NUL are tax deductible and should be addressed to:

The Fund Department
National Urban League, Inc.
500 East 62nd Street
New York, New York 10021

One of the methods of providing support for the NUL is through its Legacy and Bequest Program, which offers a number of benefits to donors in the planning of their estates. Details on the program are available through the Fund Department.

Restricted funds in the same period—these were funds allocated to specific programs and projects—totaled $19,724,484. Of these funds, 92% came from the government, 4% from foundations, and 4% from other sources.

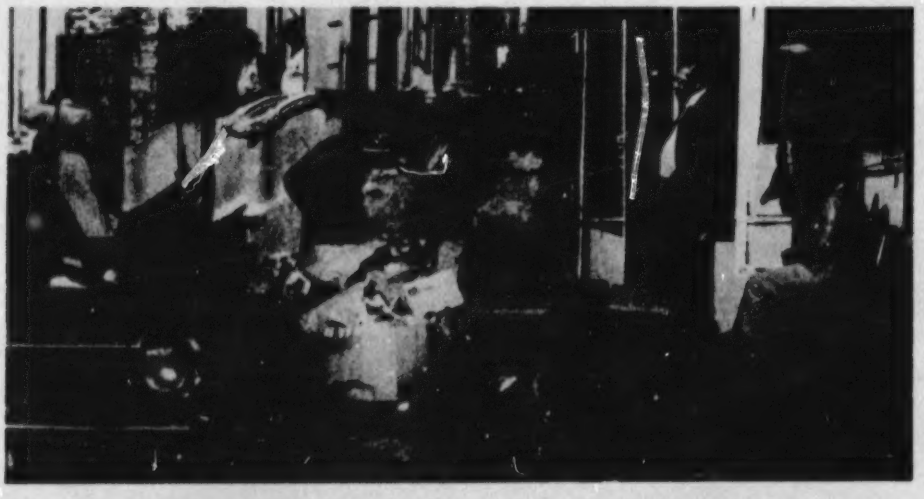
Programming in 1981

The case histories cited on the next page are just a sampling of real life success stories made possible in 1981 through the various programs operated by or under the supervision of the National Urban League. Most of these programs were developed initially by the core staff of the NUL to deal with specific needs in the minority community, and then implemented through special project funds obtained for that purpose, primarily from government sources.

The loss of some of these funds in 1981, while reducing program resources and the number of people that could be served, did not diminish the importance of the NUL's programmatic thrust which has consistently, over a period of more than seven decades, sought to be responsive to the needs of the agency's constituents, using whatever resources were available.

As the year ended, the two program departments of the NUL, Career Training and Economic Resources and Social Services and Human Resources, were actively pursuing all reasonable options in order to maintain programmatic activity at the highest possible level.

Over the past year, the program departments went through an intensive process of modifying, refining and sharpening plans, and reviewing priorities in the light of changing realities. The process has been a difficult, and at times a painful one, but adjustments have been made and will continue to be made to keep the programmatic thrust of the NUL viable and effective.

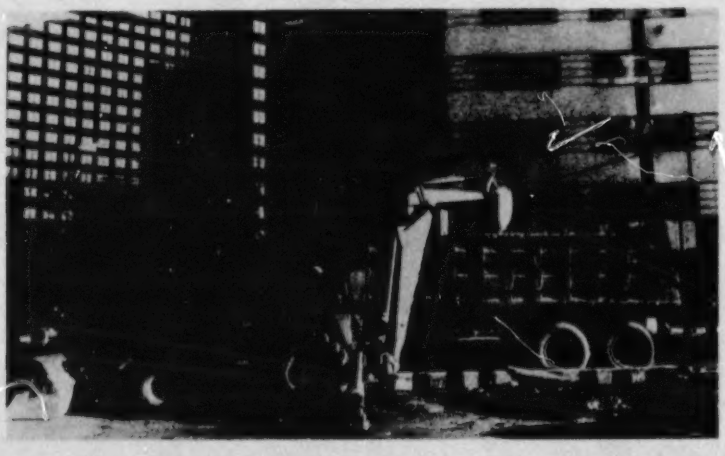


In effect, with the withdrawal of some government funds and the escalating need for its services, the NUL will be required to do more with less. Therefore, it is focusing its efforts to elicit support for programs more on the private sector and foundations. At the same time, it is continuing its liaison with the public sector nationally and locally in search of ways that it can work toward solving those problems of the poor and disadvantaged that defy private solutions.

CAREER TRAINING AND ECONOMIC RESOURCES

The Career Training and Economic Resources Department, like the Social Services and Human Resources Department, is organized around several basic groupings, or clusters, under which related programs and projects are integrated in terms of program development, policy development and program operations. Each cluster is headed by a program associate skilled in a specific area. This arrangement, which marked its second full year of operation in 1981, allows for maximum cross-fertilizaiton of ideas and activities, thereby strengthening the individual programs and projects.

The clusters within this department are Economic Development, Employment Training and Development, and Education and Career Development.



ECONOMIC DEVELOPMENT CLUSTER

Charged with the responsibility of fostering increased private sector minority business development and also providing technical assistance to the League affiliates to enhance their participation in community economic development projects, this cluster scored several notable achievements in 1981.

One, with long range implications, was the formulation and execution of a three-day conference on "Managing Economic Development" that brought together over 100 participants including 30 League affiliate chief executive officers for three days of intensive workshops focused on the economic development process and the role and function of League affiliates in that process.

A "Managing Economic Development" booklet that contains over 300 pages of case studies and models of various community and indigenous economic development efforts was also developed. This information has been disseminated to all League affiliates and is periodically being updated.

Conscious of the need for minority involvement in high growth

◄ Ms. R. B. lacked a high school degree and had no marketable skills. She worked as a cashier at $2.50 an hour until she enrolled in the NUL's Labor Education Advancement Program (LEAP). Today she is an apprentice toolmaker at G.M. Fisher Co., earning $7.29 an hour.

◄ Honorably discharged from the Army with a 30% disability rating, 25-year-old, James P. held several different jobs in the Washington, D.C. area, but was unable to keep them. Finally, he turned to the Disbled Veterans Employment Project Office of the Washington Urban League. There he went through several intensive counseling sessions and was placed in an entry level position with a Washington, D.C. law firm where he has adjusted and is moving up the job ladder.

industries, the cluster has established an Entrepreneurship Development Program out of which have come proposals on telecommunications, international trade development, youth self employment, high technology, and enterpreneurship education at the black college. These proposals are designed for funding from private sources.

On the program level, the Economic Development Technical Assistance Project, funded under a grant from the Minority Business Development Agency, completed its second year of operation. This project provided a wealth of technical assistance to affiliates and to private sector minority entrepreneurs, sponsored by affiliates, in such areas as market and feasibility studies, financial packaging, and preparation of applications for Economic Development Admimistration loan guarantees.

Refunding of this valuable project is being sought through both government sources and the private sector.

EDUCATION AND CAREER DEVELOPMENT CLUSTER

With its deep involvement in advocacy efforts to improve the quality of education available to minority youngsters, this unit was particularly concerned over the past year with the impact of new national policies and budget cuts on educational programs. Its own analysis of the situation revealed the strong probability that there will be a significantly disproportionate number of minority teachers and para-professionals who will lose their positions in urban school systems.

The cluster undertook a new project in 1981 when it was awarded a contract by the Department of Labor to operate a Youth Employment Technical Assistance Project (YETAP) through which the League will provide technical assistance in the form of program development, staff training and management to eight community based organizations to strengthen their capabilities in the areas of youth programs. Four of the agencies are League affiliates and the remainder are non-League affiliated community based organizations.

The second project, funded by the Department of Education, involves a study in the New York City area, of the non-instructional services of the Follow-Through Program a community-action service program to provide effective schooling for low-income children in kindergarten to third grade.

Higher education was also of importance to the League during 1981 as it convened, for the first time, some 400 participants representing minority faculty members and administrators from the campuses of white colleges and universities to discuss mutual problems in higher education.

The basis for the discussions were the findings of the Tri-State Minority Faculty Employment Project, funded by the Ford Foundation, to study the impediments to the mobility of non-white professionals in predominately white colleges and universities in New York, New Jersey and Connecticut, and to develop strategies to overcome these barriers.

The findings indicate that there is little contact among non-whites and whites on campuses; non-whites generally join or are assigned to committees with the least amount of power on campuses; the publications of non-whites due to financial limitations and other resources are not particularly large, and non-whites financed a substantial segment of their graduate education from their own resources.

These findings have broad implications for the future of minority college instructors and administrators and will be published and shared with the academic and other communities.

One of the League's most popular and oldest programs, the Black Executive Exchange Program, (BEEP), continued to fill a vital need in 1981. Designed to provide students, enrolled in credit bearing courses at historically black colleges, with the opportunity to share the first-hand knowledge of black executives from industry and government, BEEP not only broadens students' horizons, it brings pertinent and current information on job trends, business policies and future business endeavors right into their classrooms.

It does this by recruiting the executives and arranging for them to serve as visiting instructors at the various schools where they conduct regular clases, in their field of specialization, over a period of several days.

In 1981, BEEP offered courses at 25 schools for the spring semester and 26 schools for the fall semester. An estimated 400 executives made visits to these institutions. Since the program's inception in 1969, over half a million students have been exposed to BEEP and some 70 colleges have participated.

The Faculty and Career Development Program which had operated on historically black college campuses ended in 1981. One of its components, CAREER AWARENESS CONFERENCE broadened student career horizons and highlighted linkages between academic preparation and the world of work. Last year with affiliate support, 18 CACs were coordinated. Over 590 campus visits were made by 392 participants

representing 174 companies and agencies. Over 30,000 students were exposed to CAC activities. A direct result of participation was that 138 students received either coop, intern or full time placements. A second component, SUMMER FELLOWSHIP, enhanced the academic expertise of faculty by placing them into summer assignments related to their disciplines with industry and government. The experience enabled faculty members to better teach and counsel students regarding future manpower needs. Last year 40 faculty members were placed.

Two demonstration projects, which were designed to test different approaches to youth unemployment, were concluded in 1981 and the results forwarded to the appropriate federal funding source.

Summer Occupational Awareness Program-Provided special counseling, informational, motivational and placement services to high school graduates or dropouts, 16-21 in three affiliates.

Youth Career Development Project- Operated in six affiliate cities and provided a school to work transition experience involving an integral relationship with the local school system and with representatives of local business and industry.

EMPLOYMENT TRAINING AND DEVELOPMENT CLUSTER

Employment was the NUL's first priority at the beginning of 1981, just as it was when the year ended. As 1981 opened the official black unemployment rate was 13.4%. As the year closed, the rate had gone up to 14.8%. What was a recession for the rest of the country was a deep depression for black Americans.

The situation was further worsened by the bitter irony that at the same time jobs in the private sector were being lost, the government was shuting down public employment and training programs, throwing the enrollees out of work with no reasonable hope of finding another job or a privately funded training program that would qualify them for employment.

In this atmosphere of budget cutting and fiscal austerity, coupled with the unsettled economic picture, the NUL is facing a most challenging period in its history. Answers will not be easy to find, but it is clear that employment will continue to be a high priority issue.

For the present at least, the NUL activities along this line will have to be reduced because of the end or reduction of federal funding for two of its largest employment programs.

The Labor Education Advancement Program (LEAP), after 14 years of solid success during which it always exceeded its placement goal was not refunded as of November 30, 1981. LEAP was created to increase access for minorities and women to occupations in the primary labor market in which they had traditionally been under-represented. Major emphasis was given to the skilled construction trades offering apprenticeable occupations.

With the cooperation of various labor unions, LEAP developed into a comprehensive program of recruitment, training, counseling, placement and follow-through that helped thousands of minority men and women enter into productive careers in highly skilled, highly paid apprenticeship trades. Indicative of the positive impact of the program was the fact that the average hourly wage for clients who were employed before coming to LEAP—and many of them were not employed—was $4.45 per hour before placement and $7.16 an hour after placement.

As the program continued, its scope was widened to include placement in highly paid jobs other than in the construction trades, the establishment of two components for the recruitment and placement of Spanish speaking persons, the development of mobile units to serve rural areas, and the creation of a women's component.

During the lifetime span of LEAP, the percentage of minority group members in apprenticeship increased from 6.6% to 18.2%. Statistics have indicated that for every federal dollar invested, four have already been returned in federal taxes. At the end of its last contract period, LEAP placed 4,686 minority men and women.

LEAP is not replicable in its present form by the private sector, but its techniques can be utilized in developing retraining programs for skilled workers in declining industries and this approach is being pursued.

Funding was also reduced by 49% for the NUL's Office of Program Development and Training (OPDT), a technical assistance unit funded by the Office of National Programs, Employment and Training Administration, U.S. Department of Labor, to assist Urban League affiliates and other agencies in planning, developing and conducting programs to improve the employment situation in their communities.

During the federal fiscal year that ended, September 30, 1981, OPDT assisted Urban League affiliates in effectively operating 300 CETA programs with total funding of more than $60 million and serving more than 45,000 unemployed, underemployed, and disadvantaged clients through comprehensive employment and training centers, OJT, work

experience, skills training, private sector initiative activities, client follow-up, and pre-employment services such as outreach, assessment, orientation, counseling and job development.

Several affiliates also operated programs for special target groups such as youth, older workers, women and ex-offenders. With the reduction in the size of CETA funding, many of these programs have ended.

On a more positive note, the NUL continued its Seniors in Community Service Program for the fourth year with more than 1,300 low-income older workers enrolled in part-time community service jobs in such locations as schools, libraries, hospitals, day care centers, and other non-profit, commuity based service organizations. Over 38% of these jobs represent services to older adults. The program is operative in 14 Urban League affiliate cities.

One of the important goals of the program is to place job-ready participants in permanent unsubsidized employment and in the last fiscal year over 100 "graduates" found employment as maintenance workers, quality control inspectors, receptionists and in a variety of other positions. Collectively, they are earning annual wages of $755,000.

Additionally, in an effort to enhance relations with local private sector employers, ten of the affiliates who operate the program at the local level, hosted special seminars on hiring old workers that apprised some 500 senior personnel managers of the up-to-date laws, benefits and strategies pertaining to the growing number of older workers in the labor force.

In addition to job placement and pre-placement readiness, each project provides its participants with a number of other supportive services designed to enhance their employability and improve the quality of their lifestyles. These services include annual physical examinations, transportation and funds for such incidentals as eyeglasses, tools and uniforms needed to perform certain jobs.

Older Workers with EPA

A second program for the older worker was also operated in 1981. It was the Senior Enviornmental Employment Program that placed older workers, over 55, in the EPA Regional Offices of Solid Waste on the technical assistance panels programs where they supported the EPA delivery of solid waste technical assistance expertise to state and local governments.

With private funding from the Ford Foundation, the Household Employment Project continued to serve on a national level as a center of organizing, research and education on issues related to household employment, and as an advocate for household workers' rights. The project works closely with 33 autonomous affiliate groups located in 23 states, Canada and South Africa.

One of the project's most noteworthy achievements in 1981 was the expansion and updating of its legislative resource center. Laws pertaining to the rights and responsibilities of household workers and their employers are often inadequate and inconsistent, and information about them is virtually inaccessible. Project staff have made it a priority to research and document the hundreds of state laws that affect such workers. As a result, the project is able to provide information to employees and employers who need to know their rights and responsibilities.

The Disabled Veterans Employment Project, funded by the Department of Labor, is designed to find employment for severly disabled and long term unemployed veterans, concentrating on veterans of the Vietnam era. It also provides readjustment counseling, discharge upgrade, and other forms of counseling and support services to its clients.

The project is particularly proud of its history as a pilot project: it has served as one of the bases for the Department of Labor's Disabled Veterans Outreach Program (DVOP), a program in which 2,000 disabled veterans acted as Special Assistants in State Employment Offices to deal especially with disabled veterans, and the Veterans Administration's Readjustment Counseling Program which currently has 129 Vietnam Veterans counseling centers throughout the United States.

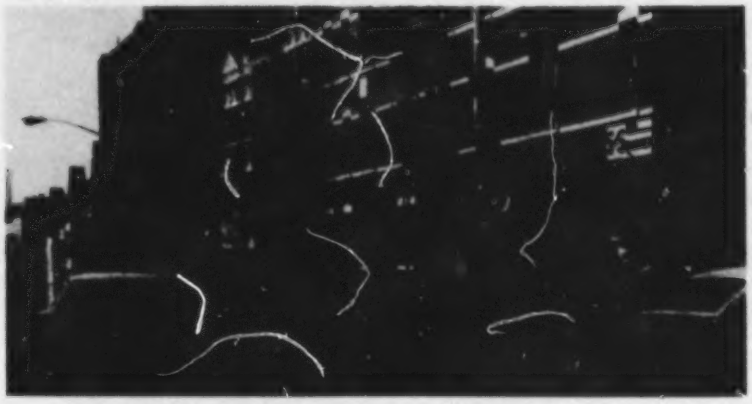
SOCIAL SERVICES AND HUMAN RESOURCES

In the summer of 1981, the Research Department of the National Urban League published an important study—"Economic Policies and Black Progress: Myths and Realities". Written by Dr. Robert B. Hill, then the NUL's Director of Research, the study, buttressed by sound research, took sharp issue with the currently popular school of thought that contends the social service programs of the past several decades have failed to enhance the social and economic conditions of blacks and have only increased and perpetuated dependency.

Despite the persuasive findings of Dr. Hill and others, the Social Service and Human Resources Department has faced the reality that in the present climate there will be less federal funds available for such

programs. This imposes on the department the responsibility for developing new approaches which it will be doing over the next several months.

The major activities of the department are detailed below with reports from each of its five clusters: Housing and Urban Development, Health, Social Welfare, Administration of Justice, and Energy and Urban Environment.



HOUSING AND URBAN DEVELOPMENT CLUSTER

Since 1977, the main thrust of the NUL's involvement in housing has been through housing counseling services. Through its Mortgage Assignment Counseling and Training Program the NUL developed a corps of skilled housing counselors who in some 48 affiliate cities addressed the critical problem of thousands of low income homeowners with HUD insured mortgage payments. An evaluation has shown that on a cost-benefit basis NUL housing counseling paid for itself many times over by reducing the number of mortgage foreclosures, and in the case of renters, evictions.

Funds for this program will, unfortunately, expire in 1982, but the League can cite the following accomplishments.

- Trained 800 counselors in comprehensive housing counseling.
- Trained 600 counselors in special mortgage default counseling techniques and agency management.
- Demonstrated and created guidelines for successful techniques in multi-family and single-family default counseling.
- Developed several manuals for housing counseling agency management and the use of counseling in urban revitalization.

With the imminent end of this program, the cluster has already revised its strategy to increase, within available resources, the amount of technical housing assistance to the affiliates, concentrating particularly on those areas where several affiliates have formed State Urban League Councils, and by increasing advocacy aimed at maintaining federal housing responsibilities.

SOCIAL WELFARE CLUSTER

Central to the National Urban League's continuing efforts on behalf of equal opportunity for minority Americans is its traditional concern for the social welfare and well being of its constituents. As an advocate, the cluster consistently declared throughout 1981 that the government has a responsibility to help the aged, unemployed youth, the handicapped, poor single heads of households, vulnerable students, etc.

Further, it urged that entitlement programs, such as medicare and medicaid, be preserved and declared that the nation does not have to go backwards on human services to go forward economically.

Programmatically, the cluster encompassed three programs during 1981—two of them directed toward children.

The Adoption Resources and Advocacy Center continued to serve as a national clearing house for culturally specific adoption resource materials, and as a source of technical assistance to Urban League affiliates and other organizations interested in the adoption process. It also served as an advocate on behalf of the nation's waiting black adoptable children.

Its role as one of the nation's most authoritative sources of information on black adoptions was further enhanced during the past year by the publication of a "Guide to Working With Black Families in the Adoptive Process," which based on a case study, provided guidance to adoption agencies on how to reduce red tape in dealing with black adoptions and how to engage in more meaningful contacts. The Center also published another important document, "Sources Relevant to Black Adoptions," which contains over 100 annotations on the subject of black adoptions which validate the strengths of black families and their ability to provide adoptive homes.

Child Abuse Project

For the last seven years the NUL has conducted a program in child abuse and neglect service delivery that has achieved such success that even at a time when governmental support for social service programs is waning, the agency's Child Abuse and Neglect Resource Center was awarded a competitive continuation grant in 1981 in an amount greater than it had been awarded during the previous funding periods.

The Center, whose primary goal is to secure the appropriate delivery of child welfare services to minority families and children, is viewed as one of the nation's foremost national repositories of information on black families and its several publications are now housed in the libraries of all schools of social work in the country, as well as in many other social science libraries.

A curriculum of child abuse has also been developed by the Center and in 1981 it was used, for the second year, by 30 of the historically black colleges and universities which grant undergraduate degrees in social work. Approximately 8,000 students received learning experiences based on this curriculum during the 1980-81 academic year.

During the program year the curriculum was also presented before the Council on Social Work Education, a major academic accrediting body, and was overwhelmingly approved and recommended as a course of study to be used in preparing practitioners to deliver child welfare/protection services to minority families. The same curriculum is also used in the training activities of a number of state and federal child welfare agencies.

The third project operated within the cluster was Enhancing Citizen Community Participation which was designed to demonstrate that Urban League affiliates, community action agencies, Hispanic and other organizations can work together to help black, Hispanic and other minority persons assess their community needs and participate in the process of the delivery of social services.

The six cities that were used as demonstration sites were San Diego, CA; Phoenix, AZ; Dallas, TX; Waukegan, IL; Stamford, CT, and Providence, RI. Coordinators in the cities, after a training process, conducted two-day issues forums which were successful in bridging the gap between the participating local organizations and assuring the acceptance of the idea of working collaboratively on matters of mutual concern.

Coalitions have been formed in each of the cities to develop strategies for change and to create citywide networks which can be effective in bringing about change.

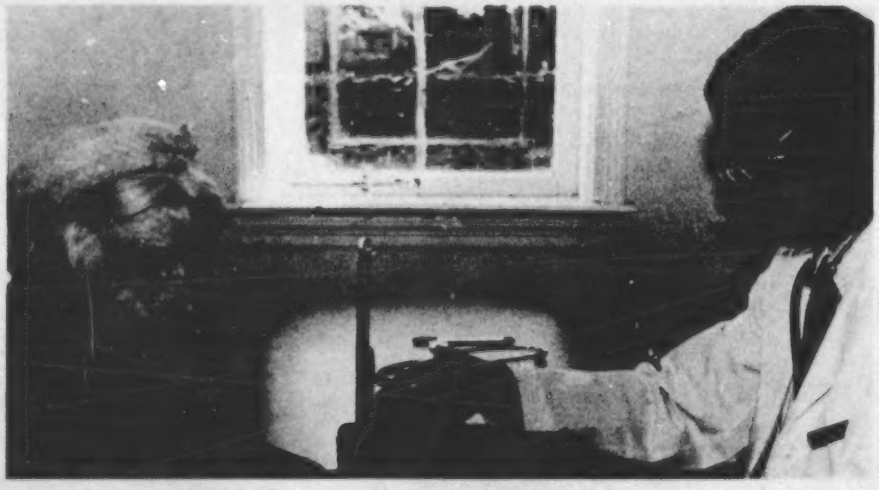
HEALTH CLUSTER

One of the new directions in the health field is health promotion which involves a process of persuading the individual to better manage his or her own health through such methods as increased physical activity, recreation, more attention to nutrition and diet, avoidance of drugs, alcohol and tobacco, and family planning.

In 1981, the Office of Health Promotion Physical Fitness and Sports Medicine of the Department of Health and Human Services awarded the NUL a "cooperative agreement" to work with that agency, the American Red Cross, the National Coalition of Hispanic Mental Health and Human Services Organizations, and the national boards of the YMCA and the YWCA to assist private community based organizations in training their program staffs for conducting health promotion programs.

The NUL was a logical source for such an agreement since a number of its affiliates had already established strong track records in the operation of health promotion type programs including hypertension education and control, sickle cell education and screenings, and family planning.

The agreement is expected to remain in force for a 3-5 year period and the cluster is currently seeking corporation and foundation support to assist local League affiliates with inadequate resources to operate such programs.



Teenage pregnancy is a growing problem in America not only because of the issues of morality that it may raise in some sectors, but also because young people are rarely able to deal with parenthood. It was this concern, sparked by statistics that showed black and other minority teenagers are disproportionately represented among those giving birth to unplanned and unwanted children, and are most likely to suffer the negative health, social, educational and economic consequences of early childbearing that led to the NUL's Preparing Adolescents for Responsible Parenthood Project.

This two year demonstration project, which was funded by the Department of Health and Human Services and ended in 1981, was charged with developing a program designed to stimulate local initiatives in planning for responsible parenthood among black and other minority teenagers.

The first year was spent in developing the program and the second year was devoted to field testing it in four Urban League affiliates cities—Birmingham, AL; Canton, OH; Norfolk, VA; and Providence, RI. Three day training seminars were held in each of these cities and over 300 community based agency representatives attended.

The seminars were designed to increase awareness and concern for the needs of minority youth in planning for responsible parenthood; enhance the capabilities of practitioners engaged in the delivery of youth services; and develop realistic action plans for conducting coordinated and aggressive community education campaigns on planning for responsible parenthood.

The project also published "A Selected Annotated Bibliography: Minority Adolescent Sexuality and Pregnancy," the first minority-focused bibliography on the subject, and "Suggested Resources Materials for Teenagers, Parents and Professionals on Sexuality and Responsible Parenthood." Both publications were well received and widely circulated. The project itself was also cited by the National Colloquium on Preventing Adolescent Pregnancy as an example of innovative programming.

ADMINISTRATION OF JUSTICE CLUSTER

A study undertaken by the cluster on "Police Use of Deadly Force," in 1980, originally funded by the Justice Department, was completed in 1981 through resources provided by the NUL.

The one and a half year project studied the effects of race in the police use of deadly force, and will be useful to communities and the police in helping to develop policies and practices around the police use of deadly force. The cluster's concern was prompted by the fact that blacks are

disproportionately represented as victims of police shootings. For the past decade blacks have represented, on the average, approximately 50% of the individuals killed by police officers. In many large metropolitan areas this figure has reached as high as 80% of the victims.

The police have traditionally taken the position that the reason for this disparity has been the result of blacks' involvement with crime. However, in the NUL analysis of data, no correlation appeared between the black arrest rates and the black shooting rate. In other words, the arrest rate of blacks did not prove to be a good predictor of black shootings.

These results indicate the need for further study.

Seeking to establish if a relationship exists between involvement in the discipline system in schools and involvement in the criminal justice system, the NUL's School Suspension Study focused in 1981 on collecting data at several sites across the country. Analysis of the data is scheduled to take place in 1982 with the results to be released that summer.

The study is of particular significance because as a finding of the NUL's Black Pulse Survey disclosed, blacks are disproportionately suspended from school and almost 25% of black parents with school age children have reported that at least one of their children has been suspended. Similarly, a disproportionate number of black youth are involved in the criminal justice system.

ENERGY AND URBAN ENVIRONMENT CLUSTER

For the past three years, the NUL has addressed an environmental issue peculiar to the urban area and most pronounced in the inner-city—noise pollution. Links have been established between noise and certain deleterious physical and psychological effects and through its Urban Noise Project the NUL has trained and placed urban noise specialists in inner-cities to carry out innovative informational and educational noise campaigns on the health effects of excessive noise, and what an inner-city community can do in the area of noise abatement and control.

The program operates in ten affiliate cities and will continue through Fiscal 1982 under funding by the Environmental Protection Agency.

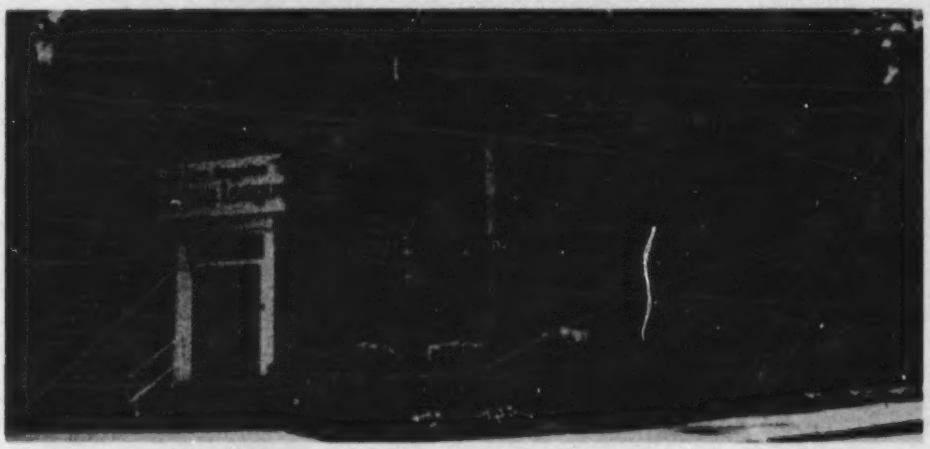
A new direction taken by the cluster in the area of occupational safety and health is based on the theory that since workers are most readily exposed to chemical and other hazards before they enter the environment, occupational health is the first line of defense in preventing environmental disease and injuries.

Through its Occupational Safety and Health project, funded as a demonstration project by the Department of Labor, the NUL will be conducting occupational safety and health workshops in six affiliate cities and at several major NUL conferences. The intent is to form occupational safety and health advisory groups, consisting of private employers and representatives from public interest groups at both the national and affiliate levels, to provide technical and practical guidance in the implementation of the campaign.

The Affiliates Respond

To really understand how deeply the Urban League is involved in the lives of people there is no better place to begin than at the local community level where the human problems are always the most severe and most immediate. Daily, in each of the NUL's 118 affiliates, thousands of people stream through the doors looking for job training, job placement, help with housing problems, educational assistance and answers to other needs.

Over the past several months, their numbers have increased as the budget cuts begin to pinch. Many of the affiliates find themselves on the horns of a dilemma—on one side the need for services has grown, and on the other, the resources have diminished. Appearing below is a random sampling of how several of the affiliates, in each of the NUL's four regions, have responded to the new challenges.



WESTERN REGION

LOS ANGELES URBAN LEAGUE—Sustaining a loss of some $1.9 million in funding and eight employment programs, the affiliate moved swiftly to develop concept papers that propose new programs that can be funded by the private sector or other non-federal sources. It has obtained a commitment from the Chamber of Commerce to help it (the affiliate) construct an economic development plan for south central Los Angeles, and has entered into an agreement with the Los Angeles Unified School District for an in-school program to provide a mixture of education and work experience that will encourage potential dropouts to complete their educations.

The affiliate is also seeking funds from foundations, exploring company training needs and other avenues of fund raising.

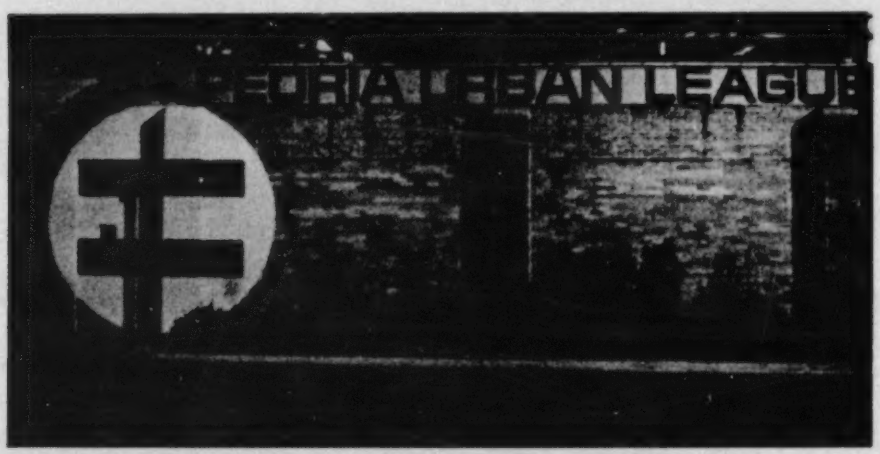
SEATTLE URBAN LEAGUE—The requests for assistance made to this affiliate have doubled because of cuts in municipal and government funded programs. Budget cuts have forced reductions in housing, CETA, and public service employment programs and the affiliate is moving in new directions.

As an example, its Skills Bank is being expanded, there is a shift from individual to group counseling, a self-directed job activity project has been initiated with telephone banks and taped interviews as key components, and emphasis is being shifted from direct services to greater involvement with advocacy—seeking to point out needs and influence sources, new and potential, to provide additional program funding.

CENTRAL REGION

COLUMBUS (OHIO) URBAN LEAGUE—At the end of 1981, this affiliate had lost $1 million in special project funds and 35 staff members. It has taken steps to reorganize its system of service delivery and to develop a three-year planning strategy to meet community needs.

It proposes over the next months, to expand the United Way funding base, actively pursue greater private sector support, develop a closer



working relationship with its clientele, maintain employment as its major service priority, and expand its efforts to utilize other human service organizations toward the employability and economic independence of its clientele.

PEORIA URBAN LEAGUE—For a number of years the board of directors of this affiliate and its executive director had expected the ending, or the significant lessening of special project funds and had moved toward being able to operate almost exclusively on a general fund budget.

An important step occurred in 1980 when the affiliate requested the assistance of the Central Regional Office in the operation of Model Affiliate Development (OMAD). The result was a careful examination of the affiliate's status, an assessment of the community's needs and the establishment of appropriate planning committees. Out of this process, the affiliate is in a position for long range program planning independent of government funding. The only program that has ended is LEAP and

the affiliate has worked out a similar apprenticeship outreach program with the Private Industry Council (PIC).

SOUTHERN REGION

LOUISVILLE URBAN LEAGUE—Faced with budget cutbacks and a personnel loss of over 25%, this affiliate has found that not only has its capabilities to maintain the level of services needed for its traditional clientele been reduced, but its ability to respond to the increasing requests for services from non-traditional clients (i.e. moderate income whites and blacks) has been impaired.

To help overcome these negative factors the affiliate has, or is in the process of taking the following actions: developing intermediate and long range goals as the result of a board/Guild/staff retreat, increasing the effectiveness of volunteers by expanding their role to include staffing of program services for the affiliate—11 volunteers are already providing services in employment and housing—catalyzing and assisting in organizing the community through coalition efforts involving community education on such issues as voter registration and political participation, and working with a variety of coalitions, locally and statewide, to provide advocacy for the poor and disadvantaged.

URBAN LEAGUE OF GREATER OKLAHOMA CITY—With a drop in the funding of special projects from $275,000 to $75,000, and a loss of over half its staff, this affiliate, even with reduced funding, is determined to maintain its commitment in five basic program areas—employment and manpower development, economic development, housing and community development, education, and health and welfare.

In its assessment of its position in 1981, the affiliate stated: "There is a great deal of optimism being expressed by board members, volunteers, staff, friends and supporters that we will endure under the current situation. Basic support systems are being recommitted to the mission of the Urban League. Professional, political and mutual interest allies are discussing and defining a common agenda. The black community will survive, and the Urban League will survive!"

EASTERN REGION

ROCHESTER URBAN LEAGUE—With the harsh winters that so frequently strike this area of the country, the affiliate has attached high priority to its energy audit program which helps low income families stretch their heating dollars. This program had been conducted through $80,000 in CETA funding, but when this ended the affiliate devised an arrangement with the local gas and utility company by which it (the affiliate) will be paid $65 an audit, thereby allowing it to continue this vital program.

The affiliate is also completing plans for the institution of a fee for job placement and recruitment services to be provided to 30 selected businesses and industries, and seeking state certification for its city and county secretarial training programs to make it eligible for receipt of basic education opportunity grants.

A Decade at the Helm of the NUL

(At the press conference on September 9, 1981, at which Vernon E. Jordan, Jr., announced his resignation as President of the National Urban League, Coy G. Eklund, chairman of the NUL Board and President and Chief Executive Officer of the Equitable Life Assurance Society of the United States, delivered a statement on behalf of the board. Excerpts from that statement appear below and represent a summary of Mr. Jordan's leadership which began formally on January 1, 1972, and ended December 31, 1981).

In Vernon's decade of leadership, the Urban League has become the nation's prime voluntary sector institution in terms of financial strength, managerial efficiency, effective service delivery and eloquent advocacy.

Vernon has vastly strengthened this agency financially and organizationally. When he came to us we had 99 affiliates; today there are 118. Then, the Urban League Movement had 2,100 employees and an overall budget of $40-million. Today there are 4,200 employees and a total budget in excess of $150-million.

He had greatly increased the internal flow of ideas through instituting Regional Delegate Assemblies and giving new significance to the organizations of local executive directors and local presidents. He is responsible for the successful move from our old cramped headquarters building to this beautiful new building.

On a managerial level, Vernon has made the Urban League the envy of other service agencies. From the beginning, Vernon insisted on tight financial controls and accountability. He put into place a management reorganization program that has improved efficiency and productivity. He instituted a Management Development and Training Center that has upgraded the skills of staff members and volunteers. He set up a Management Information Systems Department, a centralized field services unit, a formalized planning and evaluation process, and made other changes, all of which enhanced our capability to provide more and better services to more people.

Vernon took those service delivery areas into new fields for the Urban League. He instituted a citizenship education program that increased the black vote in the North. He brought new programs to such areas as energy, the environment and non-traditional jobs for minority women. And he was responsible for fresh initiatives in employment, youth programs, housing, health, education, minority business development and many others; programs that serve millions of people each year.

Finally, Vernon has made the National Urban League the single most effective advocacy agency speaking for the interests of America's poor people. He strenghtened the League's Washington Operations presence. He vastly expanded our Research Department, to the point where special surveys such as Black Pulse and periodic reports and data analyses have established the Urban League's research effort as the most successful in

the history of the civil rights movement. Our annual State of Black America Report is unchallenged as the most authoritative statement on Black America's needs.

Above all, Vernon's great eloquence and wise leadership enhanced Urban League advocacy efforts. In his decade at the helm he has made some one thousand speeches, written over five hundred newspaper columns, and given countless statements, interviews and broadcast commentaries. All of them, helping to educate Americans to the need for equal opportunity.

This is indeed an extraordinary record of leadershp and achievement. Add to it his unswerving integrity and his personal courage and charm, and you have a man for all seasons, a man we have been so fortunate to have as our President, a man to whom we wish all success and glory.

Equal Opportunity Day Dinner Reaches 25

Inaugurated at a time when equal opportunity was more of an idea than a reality, the National Urban League marked the Silver Anniversary of its equal Opportunity Day Dinner on Thursday, November 19, 1981. Some 2,000 guests filled the ballroom of the New York Hilton Hotel where the NUL, following the tradition begun in 1957, presented the highest honor it can bestow, the Equal Opportunity Day Award, to two individuals who had made outstanding contributions to the case of equal opportunity.

The dinner has a serious underlying purpose. It provides the NUL with a public forum to call national attention to the continuing need to insure that all our people are able to achieve to the full limit of his or her potential, and to remind all Americans that equal opportunity is not only morally right, it is also in the best interest of our nation since it makes maximum use of all of our human resources.

Honored at the 1981 Dinner were M. Carl Holman, President of the National Urban Coalition, and Clifton G. Garvin, Jr., Board Chairman and the Chief Executive Officer of the Exxon Corporation. Dinner Chairman was Ralph P. Davidson, Chairman of the Board of Time, Inc.

A poet, playwright, teacher and civil rights activist, Mr. Holman was one of the truly important, if unsung heroes of the Civil Rights Movement of the 1950's in the South when, as a professor at Clark College, he served as a wise and compassionate strategist for the student demonstrators who turned to him for guidance, and as a respected and trusted advisor to many civil rights leaders.

He later joined the U.S. Commission on Civil Rights and then moved on to the Urban Coalition where he has served as President since 1971. Under his enlightened leadership, the Coalition has come to be recognized as the only broad-based national organization in the country that for over a decade has focused on the survival and success of the American city, its people, its institutions, its business and industry, and its economic and fiscal well-being.

Deeply and sincerely concerned about the quality of American life, Mr. Garvin has through his efforts, both within and outside Exxon, made major contributions to the welfare of our total society, and established himself as one of the most enlightened and caring of America's captains of industry.

He has actively fostered equal opportunity at Exxon, raising its utilization of minorities and women by 70% and 71.2% respectively over the past three years. He has involved himself in a wide variety of volunteer activities including the chairmanship of the United Way of America (1979-80), the largest association of voluntary agencies in the country. Mr. Garvin served as chairman of the NUL's Finance Campaign (1976-79), and continues to serve on a number of boards of major non-profit agencies.

The Annual Conference

In recognition of a changed mood in the nation and a different approach to many problems and issues by the national government the National Urban League's 71st Annual Conference held in Washington, D.C., July 19-22, had as its theme "New Strategies for the Changing Times."

Through plenary sessions, special forums and 20 separate workshops designed to foster the free exchange of new ideas and concepts, Urban Leaguers set in motion the mechanisms necessary to generate the kind of innovative approaches needed to attack the problems of poverty and disadvantage in American society.

Over 17,000 people, Urban Leaguers, top government officials and leaders from business, industry, organized labor and politics, convened to explore the important conference theme.

On Sunday night, in his Keynote Address to an overflow audience at the Sheraton Washington Hotel, League President Vernon E. Jordan, Jr., characterized the Administration's economic recovery program for the nation as amounting "to a massive transfer of resources from the poor to the rich." Reminding the audience of the vital significance of their efforts in the succeeding days Jordan said, "The complexities of today's racial, economic and political issues are such that there is no one grand strategy or leader to deliver us."

Establishing the tenor of the Administration's response, Vice President George Bush exhorted Urban Leaguers not to bring the Administration an old agenda that had failed and had lead to the status quo, declaring that "...the federal government can do it all approach is not the answer."

It was this theme that was the bottom line of the messages delivered by other Administration officials including David Stockman, Director of

the Office of Management and Budget; Richard S. Schweiker, Secretary of Health and Human Services; Samuel R. Pierce, Secretary of Housing and Urban Development; Raymond J. Donovan, Secretary of Labor; Terrel H. Bell, Secretary of Education and Jeane J. Kirkpatrick, U.S. Ambassador to the United Nations.

Another session which enabled conferees to gather important information was the special forum "Congressional Update." Urban Leaguers were given an opportunity to hear directly from members of Congress and to question them about the legislative process and the rationale for the federal budget cuts. The forum which took place on Tuesday night featured Rep. William (Gray D-Pa.), Vice Chairman, Congressional Black Caucus; Sen. Alan Cranston (D-Calif.); and Rep. Jack Kemp (R-N.Y.). Serving as moderator for the session was Dr. Charles V. Hamilton, Wallace S. Sayre Professor of Government at Columbia University.

Former Vice President Walter Mondale's speech was another example of the diversity of perspective which has earned the NUL conference its reputation as the nation's foremost forum on race relations. Mondale called on the Reagan Administration to support the extension of the Voting Rights Act of 1965 "Because the right to vote is important. Everyone can share in the majestic democratic power of America." He urged blacks and poor Americans to become more active in the political process.

Other major addresses were given by Marian Wright Edelman, Director, Children's Defense Fund; Roger B. Smith, Chairman, General Motors Corp.; Thomas R. Donahue, Secretary-Treasurer, AFL-CIO; Congressman Walter E. Fauntroy (D.D.C.), Chairman, Congressional Black Caucus.

To provide conferees with the critical information required to develop viable strategies, the NUL's Research Department released the report, "Economic Policies and Black Progress: Myths and Realities," and the NUL's Washington Operations released its report "Affirmative Action-1981—Debate, Litigate, Legislate, Eliminate."

For the first time the NUL operated a computerized job referral service as part of its Exhibits portion of the conference. More than 700 job opportunities were available through the more than 200 participating exhibitors from major American corporations, non-profit organizations and government agencies. Applicants submitted 500 resume forms which were fed into the computer and matched with the data submitted from the companies.

As one of the year's major news events, the conference attracted substantial national and international media coverage. Additionally, millions of Americans received extended television coverage of the conference proceedings over the Public Broadcasting Service, significantly increasing the national audience for this important meeting.

National Urban League, Inc.

Summary Statement of Public Support, Revenue and Expenses For the Fiscal Years Ended June 30, 1981 and June 30, 1980*

	June 30, 1981	June 30, 1980
PUBLIC SUPPORT AND REVENUE		
Contributions	4,914,995	3,919,549
Special Projects	19,712,366	19,955,640
Dues from Affiliates	852,220	740,474
Other Income	178,996	549,280
Permanent Property Fund	12,118	20,705
Total	25,670,695	25,185,648
EXPENSES		
Programs & Field Services	1,398,834	1,615,559
Public Education	626,807	576,685
Research	795,908	347,693
Management & General	1,830,437	1,203,547
Campaign Expense	1,187,770	681,396
Allocations to Locals	140,000	140,000
Special Projects	19,891,012	19,341,632
Permanent Property Fund	125,908	121,741
Total	25,996,676	24,028,253
Excess of Public Support and Revenue Over Expenses	(325,981)	1,157,395
Less: Expenses over Public Support and Revenue in Special Projects Applicable to Fiscal Year 1981-1982	(292,436)	
Less: Public Support and Revenue Over Expenses in Special Projects Applicable to Fiscal Year 1980-1981		512,972
Excess of Current Unrestricted Public Support and Revenue Over Expenses	(33,545)	644,423

*This summary Statement was prepared from the Audit Report submitted by our Auditor, Lucas, Tucker & Company.

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Current NUL Publication List

GENERAL

The State of Black America—1982 This annual document, the most highly respected and authoritative publication of its type, takes a penetrating look at the tremendous changes that occured in Black America in the first year of the Reagan Administration. Major papers appearing in the document include: "Public Education: A Search for Sanity and Humanity", by Dr. Bernard C. Watson; "Economic Patterns in Black America", by Dr. Bernard Anderson; "Black Streets, Black Voices", Earl Caldwell; "Measuring Black Conservatism", by Dr. Charles V. Hamilton; "Race and the Media in the 80's", by Pat Patterson; "Black Political Power—Upward or Downward", by Dr. Pearl Robinson; "Teenage Blacks—An Endangered Species", by Dr. James McGhee; "Religion as a Force in Black America", by Dr. Kelly Miller Smith. The introduction is by Vernon E. Jordan, Jr. $13.50

The State Of Black America—1981 This document provides a thorough analysis of the new issues facing blacks in America and also concentrates on the traditional issues in the areas of economics, education and housing. Major papers by authorities in the various fields outline the challenges before black leadership. The authors and issues covered include: Phillip L. Clay, "Black Neighborhood Revitalization and Displacement"; Marion Wright Edelman, "Growing Up Black In America"; Gerald R. Gill, "The Rightward Drift in America"; Charles V. Hamilton "The Nature of Black Leadership"; Haynes Rice, "Health Issues for the 1980's"; Eddie N. Williams, "The Black Vote in a Presidential Election Year"; Robert B. Hill, "The Economic Status of Black America"; and Bernard C. Watson, "Education". An overview is given in the introduction written by Vernon E. Jordan, Jr. $13.50

The State of Black America—1980 The vital issues facing black Americans at the start of a new decade are presented in a series of papers by experts in the areas of economics, employment, education, social services, the black family and housing. The authors and subjects featured in the fifth edition of this annual report include: Bernard E. Anderson, "Economic Progress"; Robert B. Hill, "Black Families in the 70's"; Bernard C. Watson, "Education: A Matter of Grave Concern"; Ellis Cose, "Energy—A New Day"; Georgia L. McMurray, "The State of Social Services in the Black Community: A Ten Year Perspective"; Wilhelmina A. Leigh, "Changing Trends in Housing"; Charles V. Hamilton, "On Politics"; Garry A. Mendez, Jr., "Crime: A Major Problem in Black America"; and Leslie W. Dunbar, "Thoughts on a Conflict." The introduction's author is Vernon E. Jordan, Jr. $12.50

The Black Family

Guide to Working with Black Families in the Adoptive Process A 118-page publication which seeks to sensitize adoption workers to some of the experiences and attitudes of blacks as a way of improving the adoption process.

The guide, based on a case study of the Interagency Adoption Project of the Columbia South Carolina Urban League, looks at the homestudy process; the emphasis or lack of it, regarding cultural factors; and black strengths which agencies often ignore. The "Guide" also includes an agency self-assessment questionnaire to assist the agency in determining its readiness to serve the minority community. $3.50

Sources Relevant to Black Adoptions; A Bibliography Contains over 100 selected

annotations on the subject of black adoptions which validate the strengths of black families and their ableness to provide adoptive homes. $2.50

A Selected Annotated Bibliography: Minority Adolescent Sexuality and Pregnancy. This minority-focused publication provides selected references to facilitate a better understanding of adolescent sexuality and pregnancy. Included among the subject areas are: General Perspectives on Adolescent Development; Overview of Adolescent Sexuality and Pregnancy; Contraception; Service Delivery to Minority Clients; Parenting; Sex Education; and Programs and Services for Adolescents. $2.00

The Black Aged A look at such issues as racism in the psychiatric care of older blacks, the vulnerability of the older black worker, the Caucus on the Black Aged, social factors affecting the mental health of the aged and community organizations vis-a-vis the minority aged. $2.00

Aging In the Black Community This brochure contains the work of several recognized experts in the field of the black aged, treating the subject from different approaches, thus providing a valuable addition to the literature on the subject. $2.50

Informal Adoption Among Black Families Released at the 1977 Annual Conference of the NUL, this publication reports among its major findings that "child abuse—which is on the rise among white families in America—tends to be less prevalent among children in informally adoptive families." It is the first in-depth analysis of informal adoption patterns among black families from a national perspective, and its findings indicate significant implications for the future development of policy in the social welfare and child welfare fields. $2.50

Facilitating Black Adoptions "The Final Report on the Interagency Adoption Project," effectively challenges the myth that black Americans are disinterested in adopting children, and presents a number of recommendations on how to develop alternative adoption services within the black community. The report cites untapped and under utilized resources such as fraternal groups, civic meetings, the black church and mass media, as tools for informing traditional adoption agencies about the black experience as it relates to adoption. The project was administered by the NUL. $2.50

A Selected Annotated Bibliography On Black Families Volumes I and II. These bibliographies provide information to human service providers and academicians about the nature, structure and functioning of black families. Included in these references are materials related to general perspectives on black families; child rearing practices in black families; black families and child welfare service delivery; and research, policy and planning issues in conceptualizing services for black families. $2.00 per volume

Youth

The Waiting Workforce A position paper on youth development prepared by the National Urban League and the National Child Labor Committee. $3.50

Economics

Economic Policies and Black Progress Myths and Realities. This report, assesses the effectiveness of past and current policies on the economic well-being of blacks and concludes that two-thirds of the so-called black "underclass" have been lifted out of poverty, primarily because of government economic support programs. $5.00

The Myth of Income Cushions for Blacks In a reasoned and careful analysis, this report, issued in 1980, attacks long-standing and widely-believed myths about black "over-dependence" on welfare and other public assistance programs. It reveals that the actual number of poor blacks participating in such programs is significantly below the number of those eligible, in programs such as unemployment and welfare. The report, produced by the NUL's Research Department, underscores the vital need for a "comprehensive federally-administered" income support system to provide adequate benefits to the black poor.

Income Maintenance: The National Urban League Position A detailed document that calls for a major overhaul of the country's system involving a merger of the welfare system and the tax system in an effort to reform the system as a whole with the elimination of poverty as the end goal. $1.00

The Widening Economic Gap In another landmark study, Dr. Robert B. Hill, demolishes the theory that most black Americans are now in a middle class status. Dr. Hill demonstrates that the income gap between whites and blacks is actually widening. Published in 1979. $2.50

Affirmative Action

Affirmative Action 1981—Debate, Litigate, Legislate-Eliminate? Prepared by the Washington Operations office of the NUL, this report analyzed the nature of the attacks on affirmative action and provides recommendations to combat such attacks. $2.50

Affirmative Action in Aging Programs A reference guide for state agency executives and others interested in implementing affirmative action programs for the hiring of the minority aged. It outlines the laws relating to employment of elderly workers, those relating to the awarding of grants and contracts and those relating to equal opportunity in the delivery of services. Its appendices include a model affirmative action plan and summarize several affirmative action legal actions. $5.50

The Right to Equal Employment Opportunity: Further Retreat or New Commitment An in-depth examination of affirmative action and the attacks mounted against it during 1976. $1.95

The Fair Housing Amendments—Teeth for the Paper Tiger A 1979 discussion paper prepared by the Washington Operations of the NUL on the Federal Fair Housing Law of 1968 and the reasons why it has failed to achieve its assumed goal of ending residential segregation. The paper also contains recommendations for strengthening the law. $2.50

Education

The Community Educator's Handbook This handbook details the principles, strategies and techniques used in effectively communicating information to community residents and organizations. $3.50

Education Specialists Handbook This handbook gives an historical overview of educational issues and NUL programmatic responses. The handbook also details strategies and techniques used by NUL affiliate Education Directors. $1.50

Minimum Competency Testing: An Urban League Perspective This report is based on the NUL's Education Division's survey of the response in Urban League communities to Minimum Competency Testing (MCT) and an assessment of parent, teacher, student and business community attitudes toward the impact of MCT. Included in this publication are essays written by practitioners at various levels providing their perspective on MCT. Included also is the National Urban League's position on MCT.
$2.00

History

The NUL's 70th Anniversary Journal A truly remarkable and interesting recounting of the history of the NUL over seven decades, told in words and priceless photographs. The publication also contains essays from each of the men who served as head of the NUL as well as a collection of human interest and historical articles. Also included are several reprints from "Opportunity", a magazine published by the NUL for a number of years.

$6.00

Black Perspectives on the Bicentennial A series of six pamphlets on the black experience in America. Topics include: The Struggle for Political Equality, Economic Progress of Blacks After 200 Years, The Black Press and the First Amendment, The Struggle for Equality of Educational Opportunity, Blacks and U.S. Wars and The Evolution of the Black Family. $1.00 per set

The National Urban League: Yesterday and Today This brochure provides a brief but informative historical account of the National Urban League. $.50

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